

Montgomery County, Maryland
Department of Police

Douglas M. Duncan
County Executive

Charles A. Moose, Ph.D.
Chief of Police



Strategic Implementation Plan

2001-2003

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Chief's Message

A STRATEGIC PLAN FOR THE NEW MILLENNIUM

We are pleased to present our strategic plan for 2001-2003. Improving our services to our community is a work in constant progress. Please note that this vision is put into a two-year timeframe to reflect the practicality of planning in a rapidly evolving environment. But we need a plan in order to provide a clear direction for all Department personnel – whether we are preparing a budget or answering an emergency call for service.

While this plan is full of many tasks, no plan can cover every activity, every action. To reach our goals we need a full range of action items and tools. These activities include: emergency response, order maintenance, investigations, making arrests, crime prevention, problem solving, building new partnerships, early intervention, and many other innovations that will help reduce the impact of crime while improving neighborhood livability.

But for me, this plan is useless without action. As a result each objective has been assigned to a major component of our Department. By July 1, 2001, each of these objectives will be addressed by a detailed workplan. These workplans will describe specific actions to be accomplished to assure the objective is met. Since strategic planning is a continuous, evolving process, the workplans will be flexible enough to be amended as necessary and yet rigid enough to maintain accountability.

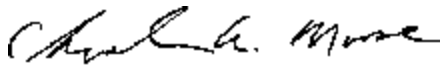
Every six months the responsible component of the agency will produce a status report on the workplan and the objectives. The updates will be published:

mid-January 2002
mid-July 2002
mid-January 2003
mid-July 2003

Our 2001-2003 Strategic Plan starts with our number one goal – to reduce crime and the fear of crime. The year 2000 saw crime in Montgomery County at its lowest point in a decade. But yet, a major objective of this agency is to further reduce overall crime by seven (7) percent. (This reduction goal will be based on year-end 2000 compared to year-end 2003).

In conclusion, the Assistant Chiefs and I will be responsible for the implementation of this plan. Yes, we will need support from all Police Department members, all County government agencies, numerous partners and members of our community. This plan needs to be accomplished. We may not complete all of the objectives. But we will try. The people who live, work and visit Montgomery County deserve our efforts. The time to act is now.

I hope that you can join me in supporting the 2001-2003 Montgomery County Police Strategic Plan.



Charles A. Moose, Ph.D.
Chief of Police

Note: The 2004-2006 Strategic Plan will start taking shape in March, 2003. The product will be delivered to the community in March, 2004.

Introduction

The Montgomery County Police Department is presenting in this booklet a comprehensive Strategic Implementation Plan to carry this Department over the next two years. This product has been nearly one year in the making, and has involved the efforts of a number of people. Before we lay out all aspects of the plan, it is important that the reader understand the background and genesis of this document.

Why does this Department require a strategic plan?

The management of any large organization requires that the organization operate from a strategic plan which is derived from the mission statement. In other words, the strategic plan explains to all members of the organization **how** to achieve our basic mission. The Montgomery County Police Department has not derived a new strategic plan during the past seven years.

In 1993, the Montgomery County Police Department published its last complete strategic plan, entitled *Transition to Community Policing*. This was a thorough and comprehensive document, which outlined a multi-year plan for achieving multiple goals within the organization. In the intervening years, however, while some of the goals and objectives stated in this plan were realized, many also were not. As times and circumstances have changed, many of these stated objectives and strategies have become obsolete.

How did this particular plan evolve?

In February 2000, Chief Charles A. Moose established a newly constituted Strategic Planning Division within the Office of the Chief. The primary purpose of this division was to formulate and prepare a new Strategic Plan for the Department. Separate Technology and Facilities Plans addressing those specific issues already exist within our Department, the outlines of which are incorporated into this plan. Over the next several months, members of this division reviewed the 1993 plan, and also studied numerous examples of strategic plans prepared by similar law enforcement agencies. A structure and development process for the new MCPD strategic plan was created.

In July 2000, all of the managers within the Department attended a day-long executive retreat. At this event, the basic goals and objectives of the strategic plan were developed. Over the next few months, this product was processed and revised by upper-level managers within the Department. The Strategic Planning Division developed strategies tied to each of the stated objectives. These strategies were developed from current or planned initiatives throughout the organization.

In November 2000, a draft copy of the proposed strategic plan was circulated to numerous managers both within the Department and throughout the County government. Many helpful and incisive comments were received, and suggestions were subsequently incorporated into the final draft.

What are Goals, Objectives and Strategies?

The Strategic Implementation Plan is structured by statements of goals, objectives, and strategies. A brief explanation of each is in order at this point.

Goals: Are derived from the Department's Mission and Values, and are basic statements of what the organization wishes to achieve both internally and externally.

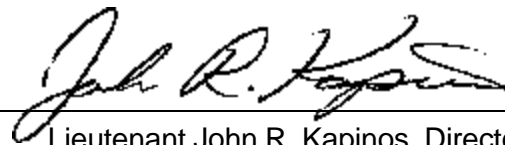
Objectives: Are derived from and support the stated goals. Objectives are statements of the general means by which the organization will work to achieve those goals.

Strategies: Are statements of how each objective will be addressed. Strategies may incorporate one or more programs, initiatives or projects, and are designed to produce measurable results.

How will the Department use the Strategic Implementation Plan?

As with any plan, if there is no follow-through, then the plan is not worth the paper on which it is printed. The Strategic Planning Division is responsible for not only the development and maintenance of the SIP, but will also take the lead role in conducting an ongoing evaluation of progress made toward each stated goal and objective.

From this plan on, each published SIP will be written to cover a three-year period. With this finite limit on the plan, the Department is forced to completely reevaluate, rework, and rewrite a Strategic Plan every three years. This process is designed to keep the Department focused on accomplishing those tasks that we have set for ourselves. It also ensures that obsolete or ineffective strategies can be replaced by new or updated efforts.



Lieutenant John R. Kapinos, Director
Strategic Planning Division

Responsibility Key

Chief	Office of the Chief
Communications	Communications Division
CRU	Collision Reconstruction Unit
FSB	Field Services Bureau
FSD	Family Services Division
IAD	Internal Affairs Division
ISB	Investigative Services Bureau
LLR	Legal & Labor Relations Division
M&B	Management & Budget Division
Media	Media Services Division
MSB	Management Services Bureau
Personnel	Personnel Division
Planning	Strategic Planning Division
Records	Records Division
SOD	Special Operations Division
Technology	Technology Division
Training	Training & Education Division

Vision Statement

We, the Montgomery County Department of Police,
are committed to providing the
highest quality of police services to the people who
live, work in, and visit our County.

We will constantly evaluate and improve our efforts to
enhance public safety with the goal of improving the
quality of life within Montgomery County,
while at the same time maintaining respect for
individual rights and human dignity.

Mission Statement

The Mission of the Montgomery County Department of Police is to safeguard life and property, preserve the peace, prevent and detect crime, enforce the law, and protect the rights of all citizens.

We are committed to working in partnership with the community to identify and resolve issues that impact public safety.

Organizational Values

Pride

We are committed to conducting ourselves in a manner that brings honor to ourselves, the Department, and the County.

Respect

We are committed to respecting individual rights, human dignity and the value of all members of the community and the Department.

Integrity

We are committed to nurturing the public trust by holding ourselves accountable to the highest standards of professional conduct and ethics.

Dedication

We are committed to providing the highest quality of law enforcement service to the community, with the goal of enhancing the quality of life within Montgomery County.

Excellence

We are committed to achieving a level of performance that exceeds all expectations.

“We begin with Pride, and end with Excellence.”

Goals

1. Reduce crime and the fear of crime in Montgomery County.
2. Enhance traffic and pedestrian safety in Montgomery County.
3. Enhance the Department's external relationships.
4. Develop a more highly skilled, diverse and dedicated workforce.
5. Provide the best available resources for our employees.

Goal 1

Reduce crime and the fear of crime in Montgomery County.

Objectives

- 1.1 Deploy patrol resources so as to achieve a geographic, community-based focus.
- 1.2 Achieve measurable reductions in overall crime.
- 1.3 Enhance current crime prevention and community education programs and strategies.
- 1.4 Improve the quality of criminal investigations.
- 1.5 Reduce youth crime and delinquency.

Objective 1.1

Deploy patrol resources so as to achieve a geographic, community-based focus.

Background/Assumptions

The Montgomery County Police Department has historically deployed the patrol force in a time/shift manner. Shifts of officers have been assigned to patrol an entire district during a specified time period. This manner of deployment is effective in ensuring rapid response to calls-for-service, but has proven to be less than ideal in fostering identification of community issues and proactive problem-solving activities.

Starting in the early 1990s, several variations of a “beat-team” deployment pattern have been tried throughout the County. Over time, these beat teams have proven to be highly effective in targeting patrol resources to certain communities, and working in partnership with these communities to reduce crime, the fear of crime, and improve the quality of life. During calendar year 2001, the Field Services Bureau will focus on a redeployment of the entire patrol force toward a community-based model.

Strategies

- 1.1.1 Implement pilot projects in the 3rd and 5th Districts to deploy the patrol shifts on a geographic-based model.
- 1.1.2 Evaluate the potential for geographic-based deployment models to be implemented in all of the Patrol Districts, using lessons learned from the pilot projects.
- 1.1.3 Phase in the creation of a 6th Patrol District from the Germantown District deployment model.
- 1.1.4 Implement the latest redistricting computer software to facilitate rapid adjustments in district and service area boundaries.
- 1.1.5 Develop and expand accountability programs to ensure identification of, and response to, community crime issues.
- 1.1.6 Enhance crime analysis resources and methods to improve our ability to identify and analyze crime trends and patterns.

Responsibility

FSB

FSB

FSB

FSB, Technology

FSB, ISB

Records

Objective 1.2

Achieve measurable reductions in overall crime rates.

The population of the county will continue to grow and diversify during the upcoming decade.

Background/Assumptions

Montgomery County has long enjoyed a low rate of crime for a jurisdiction of its size. In particular, violent crime is not regarded as a serious problem in this county. Over the previous ten-year period, crime in the county has dropped to the lowest level experienced since the 1970s. This trend is also mirrored in crime rates nationwide.

All available projections indicate that the population of the county will continue to grow and diversify during the upcoming decade. This fact, as well as a projected increase in the size of the most crime-prone age groups, may tend to reverse the downward trends in crime rates. In addition, some crime categories such as rape, sexual assault and domestic violence have historically been under-reported. Improvements in awareness and public education concerning these crimes may have the effect of increasing the reported instances. Taking all factors into consideration, the Department is setting as an objective to reduce overall crime rates by 7% during the period covered by this Plan.

Responsibility

FSB, ISB

FSB, ISB

FSB

FSB, ISB

FSB, ISB

FSB, ISB

Strategies

1.2.1 Maintain the rate of Violent Crimes at less than 2.0 per 1,000 persons.

1.2.2 Reduce the rate of Property Crimes by 8% over a three-year period.

1.2.3 Focus patrol resources toward preventing vehicle-related crime.

1.2.4 Improve coordination with the business community to reduce retail theft.

1.2.5 Use crime analysis tools to quickly identify problems to be addressed.

1.2.6 Achieve crime reductions in identified geographic areas by targeting resources and building partnerships.

Objective 1.3

Enhance current crime prevention and community education programs and strategies.

Background/Assumptions

The Montgomery County Police Department currently offers a wide variety of crime prevention and awareness programs to the community. Many of these programs are considered to be innovative and highly effective. Some, however, are not well publicized or directed, and may need to be revised or re-energized.

The Department will continue to look to develop new crime prevention programs, and to adopt proven successes from throughout the profession.

Strategies

- 1.3.1 Create processes for the periodic evaluation of all current crime prevention and community education programs.
- 1.3.2 Make greater use of the media to promote awareness of crime prevention efforts.
- 1.3.3 Develop and target prevention programs at identified problem areas.
- 1.3.4 Increase involvement by patrol officers and investigators in developing and presenting programs in their assigned service areas.
- 1.3.5 Incorporate the latest technology into current prevention and education programs.

Responsibility

FSB, SOD

Media, SOD

FSB, SOD

FSB, ISB

SOD, Technology

Objective 1.4

Improve the quality of criminal investigations.

The performance of the first responder patrol officers at a crime scene is crucial to the success of any investigation.

Background/Assumptions

The Montgomery County Police Department has always enjoyed a reputation for conducting excellent criminal investigations. As with all aspects of the Department's operations, however, there is a desire for further improvement.

The performance of the first responder patrol officers at a crime scene is crucial to the success of any investigation. As such, priority should be given to ensuring that the first responders have sufficient training and resources to effectively manage a preliminary investigation. In addition, all efforts should be made to promote a smooth and professional working relationship between patrol officers and investigative personnel.

Responsibility

FSB, ISB

FSB, ISB

ISB, Technology

ISB

FSB, ISB

FSB, ISB

FSD

FSD

Strategies

- 1.4.1 Improve the preliminary investigation of all reported crimes.
- 1.4.2 Continue to enhance the working relationship between investigators, patrol teams, field supervisors and commanders, with regard to criminal investigations.
- 1.4.3 Provide the best available investigative equipment and technology to all operational units.
- 1.4.4 Develop and implement measures to ensure proper staffing of investigative units.
- 1.4.5 Achieve increases in the percentage of cases closed by arrest across all crime categories.
- 1.4.6 Continue to enhance the use of crime analysis tools as part of effective criminal investigations.
- 1.4.7 Enhance the capability of the Family Services Division to investigate child neglect and abuse cases.
- 1.4.8 Continue to develop and expand on victim assistance programs, particularly with regard to domestic violence cases.

Objective 1.5

Reduce youth crime and delinquency.

Background/Assumptions

The Montgomery County Police Department currently employs various strategies to target the youth population, and to reduce crime and delinquent behavior among this group. With the school-age population growing rapidly in the county, and with projected increases over the next several years, it is incumbent on the Department to continue to augment these efforts.

The Department must work in conjunction with the schools, and with other service providers and youth organizations, to effect reductions in delinquent activity. These partnerships must also have the primary focus of preventing and deterring delinquent behaviors, especially among younger adolescents.

Strategies

- 1.5.1 Continue to maintain and expand on the working relationship with the Montgomery County Public Schools to achieve common goals with regard to public safety.
- 1.5.2 Enhance the current working relationships with other state, county and federal agencies that deal with the youth population.
- 1.5.3 Streamline the existing procedures for arresting and processing juvenile offenders.
- 1.5.4 Target resources toward identified youth gangs, in partnership with other State and County agencies, with a focus on prevention strategies.
- 1.5.5 Develop processes for evaluating current youth-related programs.
- 1.5.6 Continue to identify and build on current successful efforts in education and prevention.
- 1.5.7 Enhance the effectiveness of the Family Services Division diversion program.
- 1.5.8 Reduce runaway recidivism through enhancement of current efforts.

Responsibility

FSB, ISB

FSD

FSD

FSB, ISB

SOD, Planning

FSB, ISB

FSD

FSD

Goal 2

Enhance traffic and pedestrian safety in Montgomery County.

Objectives

- 2.1 Develop and implement a comprehensive traffic management plan.
- 2.2 Achieve reductions in traffic and pedestrian collisions and fatalities.
- 2.3 Enhance current enforcement efforts, especially in targeted areas.
- 2.4 Enhance public awareness and education programs in traffic safety.

Objective 2.1

Develop and implement a comprehensive traffic management plan.

Background/Assumptions

Traffic congestion and related issues, such as aggressive driving, are currently major factors impacting the quality of life in Montgomery County. Many roadways and intersections are already functioning at levels beyond their intended capacity. With projected development and population growth in the county over the next decade, it is assumed that this problem will only become exacerbated.

Although enforcement of traffic laws is a key element in achieving the goal of enhancing traffic safety, it is only part of the solution. Public education and effective roadway and intersection engineering are equally critical. The Department will need to work in cooperation with all other County and State resources to identify problem areas and implement comprehensive solutions.

Develop technology and methods to properly analyze collisions, identify causation patterns, and determine remedial actions.

Strategies

- 2.1.1 Define responsibility within the Department for the analysis of traffic and pedestrian problems.
- 2.1.2 Continue and enhance current liaison arrangements with State and County transportation agencies.
- 2.1.3 Establish processes to work with government agencies and the community to identify and analyze traffic problem areas.
- 2.1.4 Develop technology and methods to properly analyze collisions, identify causation patterns, and determine remedial actions.
- 2.1.5 Evaluate the roles and responsibilities of district Traffic Units, and the Collision Reconstruction Unit.
- 2.1.6 Enhance internal training with regard to traffic management issues.

Responsibility

ISB

ISB

ISB, FSB

ISB, FSB

FSB, ISB

SOD, Training

Objective 2.2

Achieve reductions in traffic and pedestrian injuries and fatalities.

The reduction of traffic related deaths and injuries must continue to be a high priority for the Police Department.

Background/Assumptions

Montgomery County currently endures annual traffic and pedestrian fatalities that make the number of homicides pale by comparison. County residents are statistically much more likely to be killed or seriously injured in traffic collisions, than homicide or serious assault victims. Obviously, the reduction of traffic related deaths and injuries must continue to be a high priority for the Police Department, other County departments, and the community.

With increasing numbers of vehicles on the roadways in the County in the near future, actual drops in the numbers of collisions may be difficult to realize. Reasonable performance measures should be set to provide incentives, however, and to grade the overall success of the traffic management strategies.

Responsibility

FSB, ISB

FSB, ISB

SOD, FSB

FSB, ISB

SOD, CRU

CRU, Media

Strategies

- 2.2.1 Reduce the total number of traffic-related fatalities in Montgomery County by 10% over a two-year period.
(2000 = 56 fatalities.)
- 2.2.2 Reduce pedestrian fatalities by 20% over a two-year period.
(2000 = 16 pedestrian fatalities.)
- 2.2.3 Increase seatbelt and child safety seat compliance to a 90% level within a two-year period.
(2000 = 83% compliance on seat belt usage.)
- 2.2.4 Reduce the numbers of collisions in identified traffic problem areas by 20% over a two-year period.
- 2.2.5 Work actively with other agencies to identify and address engineering or environmental causality factors in collisions.
- 2.2.6 Promote public awareness of safety factors that contribute to reductions in collisions, injuries, and fatalities.

Objective 2.3

Enhance current enforcement efforts, especially in targeted areas.

Background/Assumptions

The Montgomery County Police Department currently employs a wide variety of traffic enforcement efforts, from selective enforcement by patrol and traffic units, Driving While Intoxicated enforcement details, and the Photo Red Light program. While these efforts receive enthusiastic support by the officers involved, and wide acceptance within the community, there has to date been little effective analysis of the true results of these tactics.

During the upcoming decade, the Department must become proficient at employing new technology and methodology to analyze traffic problem areas, develop the appropriate response, and accurately measure the effectiveness of the enforcement effort. The officers who are actively doing the traffic enforcement must be provided with all available resources (including information, tools, time and staffing) to accomplish this mission.

Strategies

- 2.3.1 Develop means and methods to provide officers and managers with information on problem areas and to evaluate the effectiveness of enforcement strategies.
- 2.3.2 Provide sufficient traffic enforcement tools (such as Laser units) to units/officers engaged in traffic enforcement activities.
- 2.3.3 Evaluate the effectiveness of the Photo Red Light program, and expand the program as indicated.
- 2.3.4 Continue to expand on current DWI enforcement efforts.
- 2.3.5 Recognize and reward successful enforcement efforts, as measured by reductions in violations and collisions.

Responsibility

FSB, ISB

FSB, ISB

SOD

FSB, SOD

FSB, ISB

Objective 2.4

Enhance public awareness and education programs in traffic safety.

The Department must take the lead in educating all drivers, pedestrians, and cyclists in the importance of good safety practices.

Background/Assumptions

Although the Montgomery County Police Department has always employed inventive, and generally effective traffic enforcement strategies, the upcoming decade will require a broader range of approaches to the problems of traffic safety. Increasing traffic congestion, and a younger, more diverse population are factors that impact this area in the near future. The overall goal of all efforts to enhance traffic safety is to gain voluntary compliance with traffic laws on the part of the motoring public.

The Department must take the lead in educating all drivers, pedestrians, and cyclists in the importance of good safety practices. Use of technology, the media, and especially one-to-one interaction are key methods for transmitting this message. The promotion of traffic safety must be incorporated to a greater degree in existing Department programs aimed at children and adolescents.

Responsibility

SOD, Media

SOD, Media

SOD

SOD, Media

FSB, SOD

FSB, SOD

Strategies

- 2.4.1 Increase efforts to promote traffic safety programs and messages through the mass media.
- 2.4.2 Develop and target specific education/awareness programs at segments of the population identified as "at risk" for traffic-related concerns.
- 2.4.3 Incorporate traffic safety curricula into existing and future police/school programs.
- 2.4.4 Identify, adapt and employ the latest programs and technology to promote traffic safety to the public.
- 2.4.5 Work in cooperation with outside agencies, groups and businesses to develop and promote traffic safety programs.
- 2.4.6 Work with community groups to increase their understanding of traffic problems, trends and needs.

Goal 3

Enhance the Department's
External Relationships.

Objectives

- 3.1 Enhance our public image through improved marketing.
- 3.2 Continue to build on our working relationship with local and state government.
- 3.3 Improve our ability to measure community satisfaction.
- 3.4 Foster and maintain relationships with key community groups.
- 3.5 Maintain effective working relationships with other law enforcement agencies.

Objective 3.1

Enhance our public image through improved marketing.

Background/Assumptions

Relationships between law enforcement agencies and members of the mass media have historically been of an adversarial nature, primarily due to the fact that the mandates of the two professions often unavoidably conflict. Acceptance of this reality does not preclude both sides from working towards a relationship based on mutual understanding, respect, and trust.

Due to a wide variety of factors, the level of public faith in the Montgomery County Police, and law enforcement agencies nationwide, is currently at relatively low ebb. This despite the fact that this Department, and the profession as a whole, is probably doing better quality work than ever before. In such an inherently negative climate, it is imperative that the Department take advantage of each and every opportunity to market ourselves and the positive work that we are doing.

Responsibility

Media

Media

SOD, Media

Personnel, FSB

Planning

Media

Strategies

- 3.1.1 Foster and maintain good working relationships, based on mutual understanding and respect, with media groups.
- 3.1.2 Actively promote organizational successes in the media.
- 3.1.3 Produce multimedia products that increase public awareness of Departmental procedures and activities.
- 3.1.4 Use community interaction events and recruitment venues as opportunities for marketing the Department.
- 3.1.5 Maintain and build on public interactive activities such as the Citizen Academy.
- 3.1.6 Work to involve all of the organization's personnel in marketing efforts.

Objective 3.2

Continue to build our working relationship with local and state government.

Background/Assumptions

The Montgomery County Police Department does not conduct business in a political vacuum. A key to our success is our ability to work within a network consisting of other parts of the County government, local municipalities, and State government entities. Frequently in the past, this Department has been viewed, and has viewed itself, as being less than a full participant in this network.

The future success of this Department will depend in large part on our skill in working cooperatively within the framework of the government entities above and around us. Doing so will only confirm the true meaning and spirit of the philosophy of Community Policing.

The Montgomery County Police Department does not conduct business in a political vacuum.

Strategies

- 3.2.1 Enhance the Department's ability to work effectively within the Executive branch of the County Government.
- 3.2.2 Continue to build and maintain positive relations with the County Council.
- 3.2.3 Work in concert with the Department of Corrections on key mutual initiatives.
- 3.2.4 Develop and implement mental health initiatives in cooperation with the Department of Health and Human Services.
- 3.2.5 Enhance our existing relationship with public and private schools.
- 3.2.6 Build on existing areas of cooperation with Maryland State Government agencies.
- 3.2.7 Maintain contacts and cooperative efforts with local municipalities.
- 3.2.8 Continue to build and maintain positive relations and problem solving strategies with all County departments.

Responsibility

Chief

Chief

Planning, FSB

Planning, FSB

FSB, SOD

FSB, SOD

Chief, FSB

Chief

Objective 3.3

Improve our ability to measure the level of community satisfaction with our performance.

Background/Assumptions

In order for law enforcement agencies to function effectively within the community that they serve, it is imperative that continuous two-way communication takes place. While it is vital to the interests of all involved that the police communicate regularly and effectively with their community, it is equally important for police to seek out, obtain, and listen to feedback from the same community.

The Police Department must work to establish and maintain all available mechanisms for seeking feedback from the citizens of Montgomery County. The organization must also establish processes for collecting and analyzing feedback information, and ensuring that it is considered appropriately at policy-making levels within the organization.

Responsibility

Planning

Planning

IAD

IAD

FSB

FSB, ISB

Strategies

- 3.3.1 Conduct, at regular intervals, public opinion surveys concerning police service provision.
- 3.3.2 Assign responsibility within the Department for the analysis of survey data, and the recommendation of corrective measures if indicated.
- 3.3.3 Ensure that citizen complaints against Department personnel are addressed in a fair and timely manner.
- 3.3.4 Establish and maintain a database to track public compliments, as well as complaints, and to publicly report this information twice each year.
- 3.3.5 Use established citizen advisory groups as an effective mechanism for public feedback.
- 3.3.6 Ensure that feedback received at public meetings is recorded and transmitted to the appropriate policy-making levels.

Objective 3.4

Foster and maintain relationships with key community groups.

Background/Assumptions

While it is important for the Police Department to have a positive relationship with the citizens of Montgomery County as a whole, it is vital to ensure a comfortable working relationship with various groups of interest. At the current time, relations between minority groups and law enforcement at both the local and national levels are less than ideal. Building bridges of mutual understanding, and eventually trust between the Department and the various diverse segments of the population will be a priority of this organization during the upcoming decade.

In addition, there are many other special interest groups within Montgomery County that benefit greatly from continued interaction with the Department. It must also be the practice of this Department to identify such groups, establish and maintain a productive dialog, and develop joint initiatives to address issues of mutual concern.

Strategies

- 3.4.1 Work to enhance our current communication with representatives of minority groups with the County.
- 3.4.2 Build on our current relationship with the business community of Montgomery County.
- 3.4.3 Establish solid working relationships with neighborhood community groups throughout the County.
- 3.4.4 Identify and establish appropriate partnerships with nonprofit organizations.
- 3.4.5 Target the elderly population of the community for increased services and communication.
- 3.4.6 Establish effective mutual working relationships with advocacy groups for identified interest groups.
- 3.4.7 Seek strategies and forums to connect with youth. Expand Explorer program, establish Youth Advisory Councils at District Stations.

Responsibility

FSB, SOD

FSB, ISB

FSB

FSB, ISB

FSB, SOD

Chief

FSB, SOD

Objective 3.5

Maintain effective working relationships with other law enforcement agencies.

Background/Assumptions

Even within the law enforcement profession, the Montgomery County Police Department does not operate within a vacuum. It is absolutely vital that this organization maintain positive and effective working relationships with other law enforcement agencies at all levels: local, state, and federal.

In addition, the law enforcement profession supports a variety of professional organizations that provide research, education and networking services. The Department must work to encourage interaction at all levels of the organization with the various professional organizations. Success in this effort will result in a continuous stream of new ideas and approaches from around the area, the nation and the world.

Responsibility
FSB, ISB
Chief
FSB, ISB
FSB, ISB
Chief

Strategies

- 3.5.1 Maintain and build on our current working relationship with local law enforcement agencies in Montgomery County.
- 3.5.2 Continue to enhance our relationships with State and regional law enforcement agencies.
- 3.5.3 Continue to further develop our working relationship with the State’s Attorney’s Office, the Public Defender’s Office, the Division of Parole & Probation, and the court system.
- 3.5.4 Maintain and expand existing partnerships with federal law enforcement agencies.
- 3.5.5 Encourage all employees to participate in recognized professional organizations within the law enforcement community.

Goal 4

Develop a more highly skilled, diverse and dedicated workforce.

Objectives

- 4.1 Improve training, educational opportunities and career development for all employees.
- 4.2 Improve the Department's internal communication.
- 4.3 Improve the Department's relationships with employee unions.
- 4.4 Improve the recruitment and retention of new personnel.
- 4.5 Improve employee recognition programs.
- 4.6 Improve the existing performance evaluation systems for all employees.
- 4.7 Develop the leadership capabilities of management personnel.

Objective 4.1

Improve training, educational opportunities and career development for all employees.

Background/Assumptions

The Montgomery County Police Department has historically possessed one of the best-trained and most highly educated workforces in the field of law enforcement. With the current level of professional demands being placed on police agencies throughout the nation, continued enhancement of our workforce in these areas is crucial.

This Department must continue to take advantage of resources available from within the organization, and in the community as a whole, to develop and implement innovative and comprehensive training programs.

Responsibility

Training

Training

Training, Technology

Training

Training

Training

Personnel

Training, FSB

Training, ISB

Strategies

- 4.1.1 Continue to develop and provide comprehensive and innovative entry-level training programs.
- 4.1.2 Continue to further develop and enhance the Field Training Program.
- 4.1.3 Improve maintenance of training records through automation.
- 4.1.4 Continue to enhance the delivery of in-service training programs to all sworn personnel.
- 4.1.5 Develop and implement a comprehensive in-service training program for all non-sworn personnel.
- 4.1.6 Continue to develop partnerships with outside institutions, organizations and businesses to provide educational opportunities to employees.
- 4.1.7 Develop and implement a comprehensive career development program.
- 4.1.8 Enhance the Sergeant's Mentoring Program.
- 4.1.9 Develop and implement a Detective Training/Mentoring Program.

Objective 4.2

Improve the Department's Internal Communication.

Background/Assumptions

One of the keys to the success of any organization is an effective level of internal communication. Management must actively engage the rank-and-file in an ongoing dialogue to ensure agreement on and commitment from all members to the Department's goals, strategies and direction.

The Montgomery County Police Department must make all possible efforts to develop and nurture this constant and productive internal dialogue. Open communication, to the extent possible, will go a long way towards building bridges between the various groups in the organization.

Strategies

- 4.2.1 Continue to enhance the Department's internal publications.
- 4.2.2 Develop technology to improve internal communications.
- 4.2.3 Implement processes to ensure timely responses from management to employee suggestions, concerns and inquiries.
- 4.2.4 Ensure that direct contact between managers and employees is frequent and productive.
- 4.2.5 Continue to use the Crime, Traffic Administrative Accountability Program (CTAAP) as an information sharing tool, as well as an accountability mechanism.
- 4.2.6 Encourage involvement by all affected groups in policy formulation.

Responsibility

Media, Planning

Technology

Chief

Chief

Planning

Chief

Objective 4.3

Improve the Department's relationships with employee unions.

Background/Assumptions

The success of this Department rests, in part, on the ability of management and the rank-and-file to work in a cooperative manner to deal effectively with the common issues that we face. Processes that foster an atmosphere of open communication, mutual understanding, and a combined commitment to address and resolve issues whenever possible must be encouraged at all levels.

Responsibility

LLR, Chief

LLR, Chief

SMD, Chief

LLR, Chief

LLR, IAD

Strategies

- 4.3.1 Involve employee unions and non-represented employees at the beginning of policy discussions.
- 4.3.2 Continue to enhance the effectiveness of joint management/union advisory committees.
- 4.3.3 Work cooperatively to establish and enhance and increase Stress Management, employee assistance and peer support programs.
- 4.3.4 Work to streamline the grievance process, and to attempt to identify and reduce the causes of repeat grievances. Assure that grievances are seen as an opportunity to listen, learn, and when appropriate, change.
- 4.3.5 Enhance current management training on contract compliance, as well as the administrative disciplinary process.

Objective 4.4

Improve the recruitment and retention of personnel.

Background/Assumptions

Rarely in recent history has it been more difficult for law enforcement agencies to attract and hire quality personnel. The strong economy and active job market at the present time serve to pull many superb young people into more lucrative fields of endeavor. The law enforcement profession as a whole has suffered a significant drop in prestige due to events of the past decade. These factors are among the primary reasons why recruiting in the police field is extremely challenging.

This Department must renew a commitment to devoting all necessary resources to develop innovative and effective recruiting strategies. The Department must also realize that recruiting is not just the responsibility of the Personnel Division. All members of the Department must actively involve themselves in attracting new, qualified personnel to this agency. This is done not only by active recruitment but also by displaying a standard of the highest professional behavior in all that we do.

Strategies

- 4.4.1 Provide adequate resources for effective recruitment activities.
- 4.4.2 Use innovative technology and strategies to enhance recruitment efforts
- 4.4.3 Develop methods to streamline, as much as possible, the hiring process for new personnel.
- 4.4.4 Evaluate the current early-hire program, and enhance it as indicated.
- 4.4.5 Develop processes to evaluate retention failures and address identified concerns.

Responsibility

Personnel, Chief

Personnel

Personnel

Personnel

Personnel

Objective 4.5

Improve employee recognition programs.

Background/Assumptions

All effective organizations must take every opportunity to recognize in an appropriate fashion the outstanding work of their employees. While our Department's workforce routinely performs to a very high standard, our efforts at recognizing and rewarding these efforts have tended to be inconsistent. This Department must recommit, at all levels, to do everything possible to ensure the proper recognition of the exceptional work being done. This effort must not just include management, but must also be encouraged by all members of the organization.

Responsibility
MSB, Chief
ISB
FSB, ISB
Chief
Media
FSB, ISB

Strategies

- 4.5.1 Develop clear and effective criteria for various types of employee recognition.
- 4.5.2 Streamline the process for nominating and selecting employees for awards.
- 4.5.3 Continue to build on partnerships with outside groups to provide recognition to employees.
- 4.5.4 Work within County government to develop meaningful incentive awards for employees.
- 4.5.5 Work with the media to publicly recognize employees, as appropriate.
- 4.5.6 Develop formal programs to recognize community members and employees of outside agencies for contributions that improve public safety in this County.

Objective 4.6

Improve performance feedback information for all employees.

Background/Assumptions

Developing, implementing and using effective performance evaluation tools have proven to be extremely difficult tasks for most professional organizations to complete. Law enforcement agencies especially have seemed to have had mixed success at best in achieving the desired level of performance management.

This Department will recommit itself to working to develop mechanisms that properly evaluate the work of all of our employees. In addition, the Department must also look at ways to properly consider personnel evaluations in the processes for promotion and position selection.

Strategies

- 4.6.1 Analyze each position within the Department and develop effective criteria for performance.
- 4.6.2 Develop standardized, user-friendly evaluation mechanisms that accurately reflect established performance criteria.
- 4.6.3 Properly train managers in the best methods for conducting performance reviews and preparing personnel evaluations.
- 4.6.4 Develop appropriate mechanisms for tying evaluations to consideration for promotions and position selections.

Responsibility

Personnel

Personnel

Personnel, Chief

Personnel

Objective 4.7

The Department must establish all of the mechanisms necessary for identifying and developing a quality cadre of managers and supervisors.

Develop the leadership capabilities of management personnel.

Background/Assumptions

A key factor in the success of any professional organization is the quality of management and supervision throughout the layers of the organization. It is also very true that relatively few people are naturally good managers. Most exceptional managers and supervisors are identified, developed and nurtured by the parent organization. The organization that accomplishes this thus takes a large step towards ensuring future success.

The Department must establish all of the mechanisms necessary for identifying and developing a quality cadre of managers and supervisors. These individuals must receive constant opportunities to grow and develop professionally within the organization, even after they advance into the management ranks.

Responsibility

Training, Chief

Training

Training

Training

Training, Chief

Strategies

4.7.1 Develop an integrated leadership training program to ensure the professional development of managers and executives.

4.7.2 Implement training of prospective managers and supervisors prior to promotion.

4.7.3 Provide continual in-service training to the management and supervisory staff.

4.7.4 Develop and implement a formal mentoring program for new supervisors and managers.

4.7.5 Continue to develop partnerships with outside institutions to provide effective leadership training.

Goal 5

Provide the best available resources for our employees.

Objectives

- 5.1 Ensure adequate staffing levels throughout the Department.
- 5.2 Provide the best possible facilities to enhance service delivery.
- 5.3 Provide and maintain the best available equipment.
- 5.4 Continually improve and upgrade our technological capability.
- 5.5 Maintain a fleet of vehicles to adequately support our operations.

Objective 5.1

Ensure adequate staffing levels throughout the Department.

Background/Assumptions

The Department has, in recent years, achieved the greatest authorized personnel strength in its history. Currently, the Department has an authorized strength of more than 1,000 sworn officers and approximately 500 non-sworn positions. Even with this being the case, some units within the agency remain chronically understaffed.

A key factor that will impact the Department's ability to maintain staffing at the appropriate level is the recently established Delayed Retirement Program. This initiative will result in the retirements of a significant number of senior personnel in FY 2003. The Department must take steps prior to that time to mitigate the effects of this projected staffing loss.

Responsibility

M&B, FSB

M&B, Personnel

M&B, Personnel

Personnel

FSB, ISB

FSB, ISB

Communications
Personnel

Strategies

- 5.1.1 Develop and implement a comprehensive workload analysis mechanism to determine the proper staffing level for each unit, and for the Department as a whole.
- 5.1.2 Recommend Department staffing level at or above the authorized strength.
- 5.1.3 Implement programs to improve tracking of personnel assignments and unit staffing levels.
- 5.1.4 Assess the impact of the current Delayed Retirement Program, and develop plans to address the projected effects.
- 5.1.5 Institute fair, effective and consistent policies concerning temporary assignments to specialized units.
- 5.1.6 Establish and implement firm policies concerning the rotation of personnel to address staffing needs.
- 5.1.7 Develop initiatives to address chronic staffing shortages in the Communications Division.

Objective 5.2

Provide the best possible facilities to enhance service delivery.

Background/Assumptions

Many of the current facilities used by the Montgomery County Police are old, outdated, and in need of major renovations or replacement. Four of the five district stations were constructed prior to 1962, and do not meet our current needs in terms of both design and location. With the phase-in of the new 6th District, an additional station must be located and designed.

The Department has currently developed a Facilities Plan to address all of the agency's projected needs in this area over the next two decades. All efforts should be made to adhere to the schedule for facility renovation and/or replacement as delineated in that plan. In addition, for those facilities with access to the general public, the design philosophy should incorporate the concepts of community friendliness as well as required security needs.

Many of the current facilities used by the Montgomery County Police are old, outdated, and in need of major renovations or replacement.

Strategies

- 5.2.1 Move identified units into the leased facility on Calhoun Place.
- 5.2.2 Complete scheduled renovation/reconstruction projects at the 4th District Station and the Training Academy.
- 5.2.3 Complete construction of the Abandoned Vehicle Lot/Vehicle Recovery Building
- 5.2.4 Determine a new location for the 3rd District Station, and begin design and construction.
- 5.2.5 Identify a site for a new 6th District Station, and begin planning and design.
- 5.2.6 Work with affected communities to determine the future plans regarding the 1st District and 2nd District Stations.
- 5.2.7 Create an ongoing process to maintain and evaluate District Satellite facilities; planning new facilities as needed.

Responsibility

M&B

M&B

M&B

M&B, FSB

FSB, M&B

FSB, M&B

FSB, M&B

Objective 5.3

Provide and maintain the best available equipment.

Background/Assumptions

Over the past two decades, the Montgomery County Police Department has gradually, but significantly updated the amount and types of equipment available to all of the agency’s personnel. A variety of improvements have been achieved in terms of weapons, uniforms, auxiliary equipment, and office equipment, all of which have improved both the morale and the effectiveness of our staff.

Specific equipment needs change rapidly as new products and technology become available on the market. For strategic planning purposes, the key is to establish a formal ongoing process for the identification of emerging trends and the evaluation of both our current stock of equipment and newly available equipment. The Department should adopt a philosophy of continually looking to upgrade and expand our equipment inventory, within budget constraints.

Responsibility

M&B

Training, Chief

M&B, FSB

FSB, M&B

M&B

Strategies

- 5.3.1 Establish a formal process to ensure the continual evaluation of our current equipment inventory, as well as newly available products.
- 5.3.2 Expand the role of the Safety Committee as an evaluation group for proposed new equipment.
- 5.3.3 Evaluate the Department’s current uniforms, and recommend changes.
- 5.3.4 Deploy less lethal weapon options to patrol personnel.
- 5.3.5 Replace and/or upgrade furniture and office equipment as needed throughout Department facilities.

Objective 5.4

Continually improve and upgrade our technological capability.

Background/Assumptions

When looking at technology in general, it is fair to say that the only real constant is change. As such, delineating specifics in technological recommendations in a multi-year plan is usually an exercise in futility. Particularly with regard to computer and current communications technology, a multi-year period encompasses several generations of new products and systems.

The Department's Technology Division is tasked with managing all aspects of the agency's requirements in this area. This Division produces an annual strategic plan to update current efforts and to identify future needs. The key elements of the current Technology Division Strategic Plan are included in this section.

Strategies

- 5.4.1 Implement the Public Safety 2000 system along timelines currently established by the Technology Division.
- 5.4.2 Identify emerging technologies that will impact on the Department within the next five years.
- 5.4.3 Identify changes in internal operations, procedures, structure, and priorities that may influence technological needs.
- 5.4.4 Review the current technology five-year plan, and evaluate progress and direction for the future.
- 5.4.5 Identify and prioritize the projects and requirements for the Technology Division in the next five years.

Responsibility

Technology

Technology

Technology, Planning

Technology

Technology

Objective 5.5

Maintain a fleet of vehicles to adequately support Department operations.

Background/Assumptions

The Department continues to employ an extensive and varied fleet of vehicles to support the full breadth of operational needs. This fleet primarily consists of marked police cruisers but also includes a significant number of unmarked police cruisers, administrative cars, and various specialty vehicles. Changing operational needs, and the types of new vehicle products available for police use, will impact the composition of the Department's fleet during the upcoming decade.

Since the Department's fleet is managed through the County Department of Public Works & Transportation (DPWT), a positive and productive working relationship between the two departments essential. All efforts must be made to address current deficiencies in the inventory of the current fleet, as well as the process for deploying and maintaining new vehicles.

Responsibility

M&B

M&B

M&B

M&B

M&B

M&B

Strategies

5.5.1 Work cooperatively with DPWT to achieve full implementation of the Personal Patrol Vehicle (PPV) Program.

5.5.2 Reduce the delays in deploying new and replacement vehicles, and address ongoing issues regarding fleet maintenance.

5.5.3 Develop and implement formal policies to govern the issuance of all vehicles.

5.5.4 Review the current exterior design of Department vehicles, and implement recommended changes as appropriate.

5.5.5 Replace and/or upgrade Department specialty vehicles (i.e.; Mobile Command vehicles).

5.5.6 Study proposals for additional specialty vehicles and implement recommendations as indicated.

Acknowledgments

As with any effort, a large number of people were involved in the production of this document. I do wish to take this opportunity to recognize those individuals who made significant contributions to this product.

Primarily, the Strategic Planning Division Staff:

Program Specialist II Bonnie L. Golian
POIII Melissa B. Parlon
POIII Kelly A. Flanagan
POIII Joan M. Logan

Other individuals both within and outside the Department whose comments and insight during the course of the process were extremely helpful:

Captain Tim Delaney, Director
Family Services Division

Captain Evelyn Cahalen, Director
Internal Affairs Division

Dr. Ginger Hays, Director
Stress Management Division

Sergeant Lance Hatcher
Office of the Chief

Mr. Chuck Short, Director
Montgomery County Department of Health and Human Services

Montgomery County Councilmember Phil Andrews

Special thanks are of course extended to Chief Charles A. Moose for his continued guidance and support of this project.



Lieutenant John R. Kapinos, Director
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